

MaSC has shown that, despite the mystique that surrounds it, sustainability is achievable. We leapt a considerable number of months, if not years, through engaging in the process.

Richard McCarthy, Chief Executive, Peabody Trust



# Building a sustainable business



## For further information

For further information about MaSC, please contact:  
Max Halliwell  
MaSC Team  
BRE, Garston, Watford WD25 9XX  
T 01923 664300  
E [masc@bre.co.uk](mailto:masc@bre.co.uk)

Or visit our website:  
[www.bre.co.uk/masc](http://www.bre.co.uk/masc)





## Building a sustainable business

Many businesses are daunted by the drive to become more sustainable. What does 'being sustainable' mean, particularly in terms of running a business? Is sustainability a viable option for a commercial organisation to pursue? What changes will it entail, both culturally and operationally?

MaSC is a process that will help you to answer these questions and introduce sustainable practices into your organisation. Working with BRE's MaSC experts, you will be able to identify the key changes that need to be made in your company, then set targets and develop an implementation programme.

The process begins with a preparatory meeting to gauge your company's position and identify the key drivers for change. This is followed by a Strategic Review to:

- set objectives
- develop an action plan
- assign responsibilities
- rehearse strategies to implement the planned changes
- set targets for continuous improvement.

The results are then developed into a written report identifying the actions that need to be taken and benchmarking your company's performance against others. This action plan is the key document that paves the way for your company to improve performance.

### Keeping on track

To maintain company focus and maximise results, MaSC experts will also help you to review progress. During this process, outstanding actions are identified and new targets set to ensure continuous improvement.

### Workshops

BRE's MaSC experts can also deliver in-house workshops that will help your staff to understand what sustainability means and why it is important for your business.

**For further information about MaSC please contact:**  
**Max Halliwell, MaSC Team**  
**T 01923 664300**  
**E masc@bre.co.uk.**

## Driving the agenda

Government initiatives and market pressures are driving the call for companies to commit to sustainability. Effectively, this means businesses must consider the environmental and social impacts of their activities, as well as demonstrate sound economic performance.

A sustainable business keeps three core principles in balance:

- increasing profitability by making more efficient use of resources
- preventing harmful and potentially irreversible effects on the environment
- responding to people's needs (your employees, supply chain and local community).

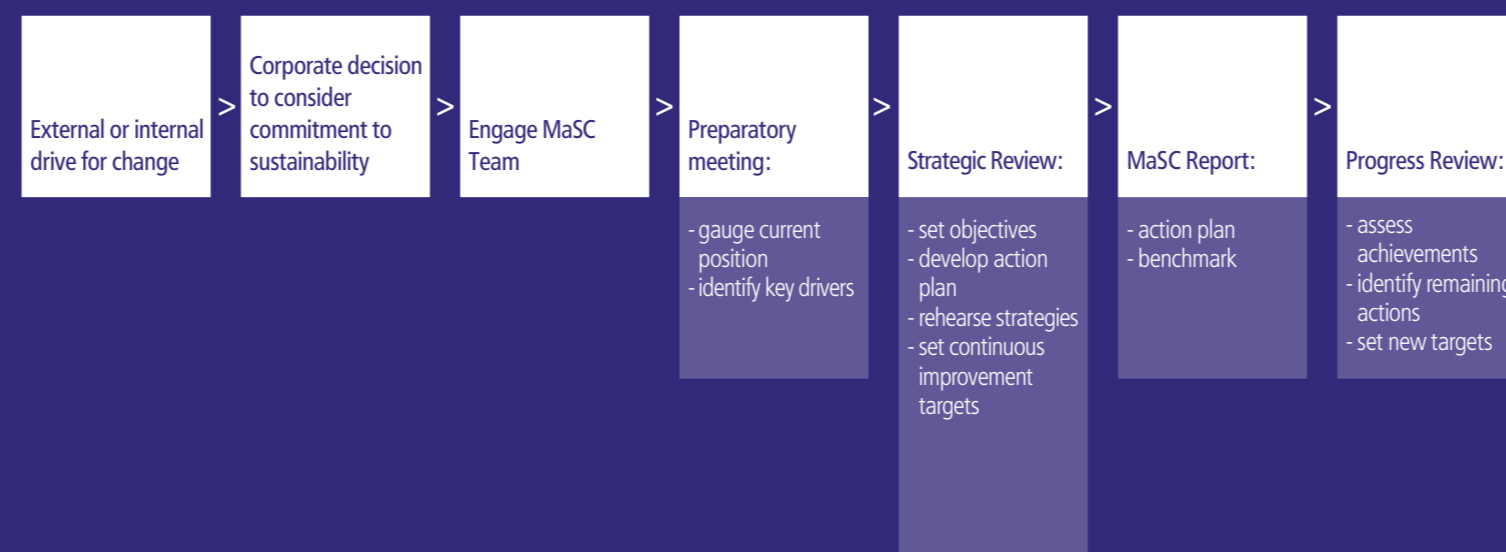
### Business benefits

As well as fulfilling social and environmental responsibilities, sustainability brings real business benefits, eliminating waste, reducing risk and increasing efficiency. As a result, more and more organisations are adapting the way they work and positioning themselves to win more business.

### Sustainable companies:

- demonstrate corporate social responsibility
- benefit financially through more efficient procedures and use of resources
- improve their corporate image
- maintain a competitive advantage.

## The MaSC process



## Helping companies across the construction industry

### Levitt Bernstein Associates

Levitt Bernstein Associates used MaSC because they wanted to build on their reputation as socially responsible architects and market the practice on the strength of their engagement in sustainability. The company realised they needed to introduce a more structured approach to the way they were tackling sustainability.

As a result, a number of initiatives have been introduced, including undertaking project reviews earlier on in the design process so that sustainability can have a greater influence on key design decisions and setting up an information bank so that staff can develop their understanding of the subject.

'The principal benefit of MaSC was that it pushed us along. The external influence made us think about what we were doing.'

'The process provided a timescale within which to achieve the objectives we set, and also to put the spotlight on sustainability issues.'

### Bovis Lend Lease

When Bovis Lend Lease Europe became involved in MaSC, the company had already begun to develop a waste management strategy and implementation programme, in support of the KPI on waste minimisation. The intention was for every project to work towards an approved waste management plan.

After using MaSC, Bovis Lend Lease added to its environmental policy a special commitment to sustainable practices. Staff training has been developed to cover sustainability issues and the new post of Waste Manager has been introduced.

'Bovis Lend Lease views the MaSC self-assessment matrix as an excellent way of demonstrating where the company is and where it wants to be.'

'Whilst growing its existing business, Bovis Lend Lease wants to be doing the right thing. It is our policy to be at the forefront in sustainability.'

### Peabody Trust

Peabody used MaSC to help develop its business planning process. The Trust had already made some progress in sustainability, but this was on an individual project basis. To fully embed sustainability into company ethos, Peabody realised it needed the support and involvement of the senior management team. MaSC facilitated the process, bringing people together to debate and plan a way forward.

A key decision made at the Strategic Review was to integrate sustainability into Peabody's annual business planning process and adopt it as a corporate commitment. This commitment has been written into the Trust's vision statement, which has targets for 2010 and 2020, and includes detailed plans for the next two years.

Sustainability will be a central theme in all of Peabody's future work.

'Peabody was a willing organisation, but a framework was needed to help to pull things together. MaSC did this.'

'MaSC helped to galvanise enthusiasm, which is now being fed back into the organisation.'